

**THE EFFECT OF PUBLIC RELATIONS ON ORGANIZATIONAL PERFORMANCE
IN THE UGANDA MANUFACTURING SECTOR; A CASE STUDY
OF MUKWANO GROUP OF COMPANIES (MGCs)
KAMPALA-UGANDA**

BY

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND
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DECLARATION

I CHELANGAT SHILA a student of Kampala International University declare that this research report work is my original work except where references have been made and has never been submitted for a Degree or any award at any University or institution of higher learning that I am knowledgeable of.

Signature.......... Date.....20th/06/2017.....

APPROVAL

This Dissertation has been done under my supervision and guidance and it's now ready for submission to the College of Business and Management of Kampala International University with my approval.

Signature: 

Date: 28.6.17

MRS. ABIRIA PATRICIA

(Academic Supervisor)

DEDICATION

I dedicate this piece of work to my beloved Parents Mr.Kitiyo Stephen and mum Mrs. Yeko Olive Kitiyo for their contribution towards my education.

ACKNOWLEDGEMENT

First and foremost, I thank the ALMIGHTY GOD who enabled me to successfully complete this work piece.

I also thank my beloved parents Mr.Kitiyo Stephen and mum Mrs. Yeko Olive Kitiyo for their parental love and guidance, moral and financial support throughout my education.

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ABSTRACT

This study aimed at determining the effect of public relations on employee performance in the manufacturing sector, a case of Mukwano Group of Companies (MGCs). The study employed an exploratory research approach to collect data from a sample of 92 respondents of which 54 were male which representing 59%, and 38 which was 41% were Female. Simple random sampling technique was used in selecting the sample.

The questionnaire was the main instrument of data collection and the data tables expressed in terms of Percentages (%) were used for data analysis. That's Primary data was collected using self-administered questionnaires, on a face to face environment to ensure clarification of issues to the respondent and to attain high response rate and minimize errors.

Secondary data was obtained through reviewing the existing literatures using literature review guide (study objectives). The data obtained was analyzed using both qualitative and quantitative data analysis techniques including frequencies and percentages cross tabulations where appropriate.

The findings of the study revealed that even if very small, a firm has the opportunity to achieve its set goals, attain competitiveness and outmaneuvers its rivals if it constructs a culture that fully utilizes the opportunities that come with public relations techniques , it further found that a manager needs to select appropriate public relations techniques /options so that they may advance to a desired level of performance and it finally found that Managers can help the firms' employees increase its overall capacity by looking for unmet employee needs and communicating them to the public relations committee members and human resources experts as a way to increase their employee performances in return. And recommends that due to the existence of the above mentioned limitations, future studies need to address the above limitations in order to obtain more convincing results. More specifically, special attention should be given to obtaining a bigger sample and lastly, continuation of the subject matter of this research could be based on a different case study in order to gain a richer and bigger picture of the effect of public relations on employee performance.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This chapter discusses the background to the study, problem statement, and the aim of the study, the objectives of the study, the Research Questions and the significance of the study.

1.2. Back ground of the study.

According to Mohd Hamdan (2008), the practice of public relations is an important role to the organization as it seeks to attract customers, generate interest on investments, improve financial performance, enhance the image of talented employees, improve return on assets of the organization, creating a competitive advantage and gain a positive view of financial analysts. Government Public Relations (GPR) is one of the important tasks in the public sector regardless of national, state or district. Each department in the public sector to appoint a staff known as the Public Relations Officer (PRO) of the aim of creating individuals who act as middlemen in the organization to connect with the audience or between employees and other employees. However, every employee in the organization needs to practice excellence of public relations for the success the vision and mission of the organization. Accordingly, every employee in the Manufacturing sector needs to practice relations with excellence because the staffs are individuals who are responsible to deliver information and services to the community as well as the success of the organization's objectives, mission and vision of the organization.

Organizations are concerned with the images they create in the minds of the publics that they serve. In organizations, people respond to the image they have of the organization and not necessarily to its reality, and publics holding a negative image of an organization avoids or disparages the organization while those holding a positive image draws to it. A strong favorable image, comes about when the "organization creates real satisfaction for its clients and lets others Know about it", and Clients can be satisfied by either products or services; however, for this to happen some information must pass from the organization to the

clients and also from the organization to the other publics the organization deals with (Kotler, 2002).

Ideally, according to Wilcox et al. (2009), the involvement of public relations in decision-making to determine the direction of organization and its employees is an effective measure, particularly for long-term planning organization. Thus, the public relations can identify and communicate with stakeholders to effective organization which will bring a positive or negative impact on the organization. Strategic management is also a key element to excellence of public relations at organization. Public relations activities are not limited to certain media such as television and newspapers, but are solely focused on the promotion of products or services just like any other review in some quarters (Toth, 2007). Rather, it involves the use of media as a means of integration that can function to strengthen and maintain the good name and mutual understanding between an organization and the public. Li and Hambrick (2005) in their study found that the conduct that did not practice integration is a negative thing, especially in terms of job performance. This will form a weak association as negative behavior will affect the poor and prolonged exposure to the organization. So, in this context, the conduct of members of the organization has to do with integration in the organization and their level of participation in a holistic manner.

Elements contained in the public relations excellence is more focused on the context of relations between workers and management. This relationship can be seen through the communication process that occurs in the organization. Moreover, this relationship will also determine whether an organization is wise in managing all resources owned or otherwise. Manufacturing Sector organizations that serve and provide services to the public, evaluation and critique of all the activities carried out are in most cases not spared. In fact, Yaeger and Sorensen (2009) asserted that the key role of strategic management is to strike a balance between the goals and mission of the organization and the organization's ability to achieve its mission and objectives. In this case, strategic management is seen as an important aspect of the success of an activity. This is because, the organization should be aware that the development organization linked to strategic

management is carried out to ensure that the organization is on the right track (Head 2009).

1.2. Problem statement

According to Price Et al, (2007), the world of business is characterized by fierce competition and in order to win new customers and retain the existing ones, the firms have to distinguish themselves from the competition. But they also need to create and maintain a positive public image. Public relations (PR) are the way organizations, companies and individuals communicate with the public and media (Poister and Streib, 2005). A PR specialist communicates with the target audience directly or indirectly through media with an aim to create and maintain a positive image and create a strong relationship with the audience. Examples include press releases, newsletters, public appearances, etc. as well as utilization of the World Wide Web.

Despite the fact that public relations at Mukwano Group of Companies is facing a lot of challenges; political, social, economic and technological forces which are constantly evolving, leaving useless equipment and employees with outdated skills in their wake, as a larger company with multiple facilities (Smith, A, 2002). And as a result the organizations has registered open criticisms from the public due to improper dumping of toxic wastes to the surrounding environment, the production and supply of poor quality products (like soap, Omo etc.) which at times cause body itching, irritations and other skin diseases which have left the company unpopular in the public eye, thus affecting its general performance. So for the organization to amend its loop holes, it instead adopted effective public relations strategies to help in both creating and maintaining a good reputation among both the media and the customers by communicating in its behalf and presenting its products, services and the overall operation in the best light possible(Dozier and Broom, 1995). This has therefore motivated the researcher to carry out more broad research and discover the light behind public relations influence on performance of organizations (Kotler, 2002).

1.3. General objective

To determine the effect of public relations on employee performance in the manufacturing sector, a case of Mukwano Group of Companies (MGCs).

1.4. Specific objectives

- i. To determine the effect of public relations on employee performance in the manufacturing sector, a case of Mukwano Group of Companies (MGCs).
- ii. To examine the factors that affects public relations in Manufacturing sector a case of MGCs.
- iii. To establish the relationship between public relations and employee performance in MGCs.

1.5. Research questions

- i. What is the effect of public relations on employee performance in the manufacturing sector, a case of Mukwano Group of Companies (MGCs)?
- ii. What are the factors that affect public relations in Manufacturing sector a case of MGCs?
- iii. What is the relationship between public relations and employee performance in the manufacturing sector a case of MGCs?

1.6. Scope of the study

1.6.1. Content scope.

This research will focus on determining the effects of public relations on employee performance in the Manufacturing sector in Uganda a case of Mukwano Group of Companies (MGCs).

1.6.2. Geographical scope.

The study will be carried out at Mukwano Group of Companies (MGCs) located in Industrial area of Kampala Business Centre.

1.6.3. Time scope

The study will focus on reviewing existing literature for 3 years that is from 2014 -2017. However, the actual data collection will take a period of 5 months (February, 2017 to June, 2017).

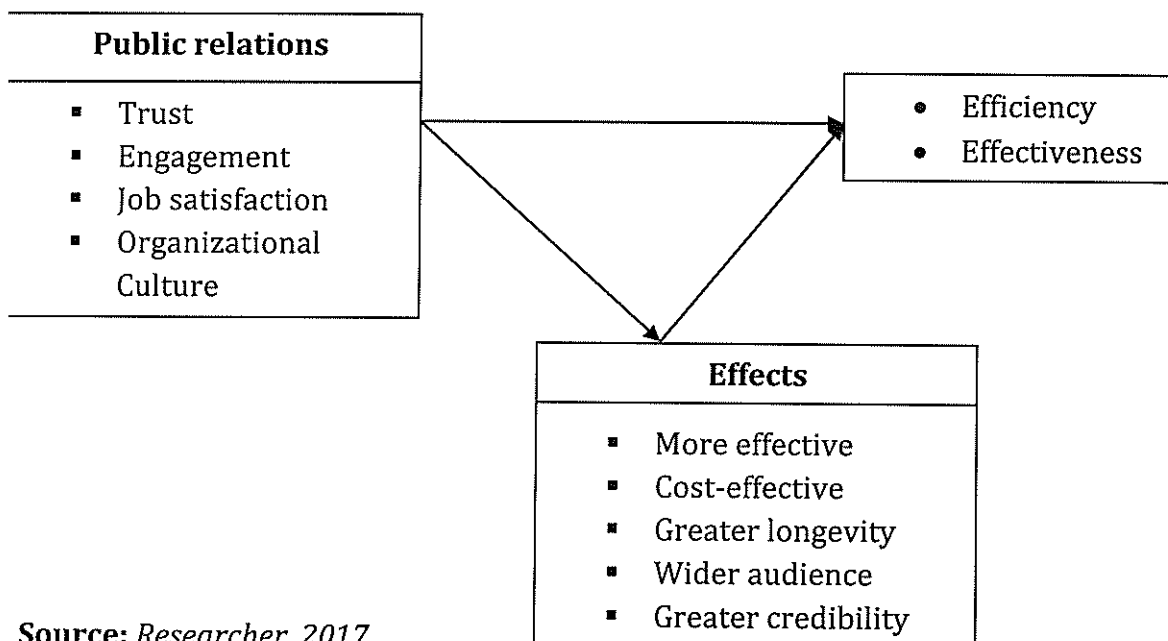
1.7. Significance of the study

- i. To academicians and researchers, the study will provide a basis for further studies and also give a point of reference to broaden their view of public relations and its contribution to the employee performance in the manufacturing sector of Uganda.
- ii. The study will help the study company (MGCs) to broadly gain more insight and knowledge about the need and effect of public relations on their employee performances.
- iii. The research will also benefit the prospective investors through educating them about the need for public relations and how it's related to their employee performances.

1.8 Conceptual frame work

Public Relations

Organizational performance



Source: Researcher, 2017

1.8.1. Explanation of the model.

From the above conceptual frame work, the independent variable is Public Relations which was adopted from scholarly work of (Brandt, 2013), and the scholarly indicators include; Trust, Engagement, Job satisfaction and Organizational Culture. As well, the effects of public relations considered are; More effective, Cost-effective, Greater longevity, Wider audience, and Greater credibility. On the other hand, the dependent variable was the employee performance.

1.9. Definitions of key terms

- i. **Public relations** (PR) refer to the practice of managing the spread of information between an individual or an organization and the public.
- ii. **An image** is the sum of beliefs, ideas and impressions that a person has of an object or an Organization.
- iii. **Marketing** is defined as the human activity directed at satisfying needs and wants through exchange processes
- iv. **Publics** refer to audiences that are important to the organization. They include customers' existing and potential; employees and management; investors; media; government; suppliers; opinion-formers.
- v. **Understanding** is a two-way process. To be effective, an organization needs to listen to the opinions of those with whom it deals and not solely provide information.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

As chapter one outlined the background and objectives of this study including research questions as well research significance of the study, this chapter intends to present literature reviews, knowledge and other information relevant to the theme of this study. As such, this chapter focuses on reviewing the scholars' views about the effects of public relations on employee performance in the manufacturing sector, the factors that affect public relations and finally the relationship between public relations and employee performance in the manufacturing sector a case of MGCs on top of the research gap.

2.1. Theoretical reviews about public relations and organisational performance.

In general, public relations professionals can be communication managers who organize and integrate communication activities, or they can be communication technicians who primarily write and construct messages. Research in this area led to the identification of four specific roles: the technician role and three types of communication managers (Smith, A, 2002). Most practitioners begin their careers as communication technicians. This role requires executing strategies with the communication tactics of news releases, employee newsletters, position papers, media placements, Web site content, speeches, blogs, and social media messaging. Practitioners in this role are usually not involved in defining problems and developing solutions, but base their tactics on the technical skill of writing. The expert prescriber is similar to the role a doctor performs with a patient: He or she is an authority on a particular industry, problem, or type of public relations and is given the primary responsibility to handle this function as a consultant or with little input or participation by other senior management. (Steinberg, C. S, 2005). The communication facilitator is a boundary spanner who listens to and brokers information between the organization and its key publics. According to Cutlip, Center, and Broom, the goal of this role is "to provide both management and publics the information they need for making decisions of mutual interest." (Cutlip, Center, and Broom, 2006). The problem-solving facilitator collaborates with other managers to define and solve problems. This role

requires that the professional is a part of the dominant coalition of the organization and has access to other senior managers. The problem-solving facilitator helps other managers think through organizational problems using a public relations perspective.

Research on these four roles found that the communication technician role was distinct from the other three roles and that the latter three roles were highly correlated. (Dozier and Broom, 1995). In other words, an expert prescriber was also likely to fulfill the role of the communication facilitator and the problem-solving facilitator. To resolve the lack of mutual exclusiveness in the latter three roles, they were combined into one role: communication manager. The dichotomy between the communication technician and the communication manager more accurately explained the responsibilities of public relations practitioners within organizations.

Research indicates that practitioners in a predominantly technician role spend the majority of their time writing, producing, and placing communication messages (Broom and Dozier, 2006). Typically, those in this role are creative and talented with language and images. Their capacity to create and produce messages with powerful imagery and evocative language is very important to the execution of public relations tactics. However, technicians rarely have a seat at the management table and do not have a voice in the strategy of the organization. Once the strategy is decided, the technician is brought in to execute the deliverables (or tactics) in the strategy.

The communication manager is involved in the strategic thinking of an organization and must be able to conduct research and measurement and share data that informs better decisions for managing relationships with key publics (Wilcox, D. et al, 2009). The communications manager thinks strategically, which means he or she will be focused on the efforts of the organization that contribute to the mutually beneficial relationships that help an organization achieve its bottom-line goals. These efforts are not limited to communication strategies, but include monitoring an organization's external environment, scanning for issues that might impact the organization, and helping an organization adapt to the needs of its stakeholders.

A study on excellence in the practice of public relations found that one of the major predictors of excellence was whether the role of the top public relations executive was a manager role or a technician role. Grunig, J. E. (1992). Those in the management role were much more likely to have a positive impact on the organization's public relations practice.

2.2. Effects of public relations on organisational performance.

According to Szilagyi, A, (2001), Regardless of how effective an organization is, it doesn't have the desired impact if the public and consumers are not aware of the business's brand, successes or contributions. A public relations campaign that educates and informs people about the contributions of the organization enhances its brand recognition and makes it more relevant in the public eye. However, not only to the organization, but public relations also have a great impact on its employees as below;

Public Image Strategy. Public relations strategists will work with top executives in the organization to craft an overview of how the company wants to be perceived, and how it is going to project a positive image. This can involve focusing in on exactly the right message, and then deciding on the broad outlines of a campaign to disseminate that message (Steinberg, C. S, 2006).

Outreach Events. Public relations professionals often arrange events to raise the profile of the organization or lend its brand and name to a charitable event that represents the philosophy of the company. Think of a corporation sponsoring a Special Olympics event, or a hospital organizing a health outreach day in its town (Wayne, F. S, 2004).

Media Relations. Talking with the media is a core function of public relations departments. Public relations professionals field questions from reporters, arrange for interviews with key individuals in the organization and write press releases to make the media aware of company events or achievements (Dauwalder, D. P, 2004).

Handling Emergencies. Sometimes a company or organization is struck by a disastrous event that ruins its public image. This might be an oil company that has to deal with a high profile spill, or a food company that has a contamination event. Public relations professionals decide how the organization will repair the damage to its image, communicate how it is dealing with the problem and regain control of its message (Szilagyi, A, (2001).

Innovation. A public relations initiative that touts a small business's innovations can attract attention, investors and potential business partners. Regular forms of communication in the form of feature news articles, public appearances and presentations, and service on expert industry panels establish a small business's place in their industry's spotlight (O'Donnell, & Weihrich, 2003). This positive perception can help improve overall effectiveness by demonstrating the company's ongoing successes.

Internal Perceptions. Internal public relations campaigns have the potential to bolster staff morale, improve communications and motivate employees. Public relations efforts that keep all employees in the loop about company activities and strategic plans and invite feedback can get significant buy-in from employees. This can make them more supportive of the company's efforts and more effective performing their jobs (Koontz, H, 2004).

2.3. Factors that affect public relations in manufacturing organizations.

According to London: McGraw-Hill, 2002, The PEST model breaks down the external effects in a public relations market into four areas. PEST stands for political, economic, social and technological influences. Although this model has been modified by some to include up to three additional factors, these four categories can adequately assist public relations professionals in crafting messages about their products or organizations.

Political. Political issues are an important part of public relations, especially with larger companies that have multiple facilities. One piece of legislation can cost a company millions of dollars and can sometimes even force it to close its doors. For example, in 2000 the state of South Carolina passed legislation that made video poker illegal. Hundreds of businesses literally closed their doors. Similarly, the oil industry lost millions of dollars in 2010 after

the Obama administration placed a moratorium on offshore drilling following the BP oil spill. Political forces exist at the local, state, regional, national and even global level and can play a major role in public relations campaigns (Jethwaney, J.N, 2000).

Economic. Economic forces are equally as daunting to organizations as political issues. Economic downturns happen at every level. An organization's customers, vendors and employees can all be affected by economic challenges. An example of economic impact as an external force in PR is the price of gas (Goldfarb, S, 2001). Car manufacturers, tire manufacturers and their vendors have been scrambling since the price of gas has practically doubled in the past several years. As of 2011, consumers want flex fuel, compact and hybrid cars. Major car makers like Chevrolet and GM are overstocked with large trucks and SUVs that they are having trouble selling because of their heavy fuel usage. Plus, these companies make a much greater profit off of these bigger vehicles. The effect of this economic factor on some car manufacturers is lost profit and high inventories of vehicles they can't move in the current marketplace (Sarkar, 2001).

Social. Social attitudes are in constant play as external factors. Society goes through cycles with attitudes that follow. Ask the cigarette companies. In the 1950s, '60s and '70s, cigarette smoking was allowed everywhere and practically everyone smoked. In 1960 Americans consumed an average of 12 pounds of tobacco per person annually. By 1990, the amount had dropped to less than half of that. Social attitudes about smoking as being cool have changed to smoking being not cool. This social force has resulted in a healthier population of Americans, but has also affected thousands employed by the tobacco industry, including tobacco farmers, mill workers, retail establishments and more (Foehrenbach, J, 2000).

Technological. Technological forces are constantly evolving, leaving useless equipment and employees with outdated skills in their wake. The effects of technological forces on an organization can be drastic. Factors like lack of research funding, outdated associated/dependent technologies, manufacturing maturity and capacity, and information and communications can affect the day-to-day business of many organizations (Cutlip, S. et al, 2000).

2.4. Relationship between public relations and employee performance in manufacturing organizations.

Emerging use of internal communications. Since the last decade, the area of internal communications has expanded and is now recognized as integral not only to effective public relations practice but also to organizational success. Internal communications, specifically employee communication, has been credited as being integral to internal brand-building and integrated communication.

The internal publics. Communication activities and processes undertaken within an organizational context may be defined as 'internal communications'. Other references to this field may include the more general 'organizational communication', 'corporate communication', 'internal public relations' or the more specific 'employee communication'. (Kennan and Hazleton, 2006),

Effect on returns. But internal communications is not only regarded as an indicator of 'soft' measures. Watson Wyatt's third Communication ROI study (2007/2008) revealed that effective employee communication is a "leading indicator of financial performance".

Diversity in workplace. Regardless, internal communications will include traditional public relations activities such as research, construction of messages, selection of media channels and evaluation for internal stakeholders, as well as the more contemporary involvement in organizational processes, such as culture change and values development. Nakaya, J. R (1991). The advancement in new media technology, globalization and an increasingly diverse workforce are major factors in organizational change and the increased interest in internal communication. Employees from different cultural and ethnic backgrounds as well as different generational groups populate the contemporary businesses. (Ford, 2006; Hunter, 2007).

Converting employees to ambassadors. In traditional mechanistic organizations, employees are seen as automatons performing a part of the process. Classical organizational theorists Frederick Taylor, Henri Fayol and Max Weber studied organizations for efficiency, hierarchies and bureaucracies, and developed what are also collectively known as the tenets of scientific management, many of which are still applied in today's organizations. Organizational scholars such as Argyris (2002) noted that the difference in need of organizations and of individual employees often led to conflicts. Organizations focused on productivity while individuals were interested in a pleasant and satisfying workplace. Employees are natural 'ambassadors' because not only are they exposed to the organizational culture and practices, but also because, by choosing to work in their organizations, they demonstrate their affinity and interest in the organization.

Employee engagement. Practitioner definitions focus on employees 'going the extra mile' as a feature of employee engagement. Shaffer (2007) defines engagement as "a condition that exists when people are willing to go the extra mile to make their organization successful because, in part, they passionately believe in the values and purpose of the organization". Perrin (2008) regards employees as engaged when the employee is willing to go the extra mile to help their companies succeed. However employee engagement is defined, it is vital to acknowledge that employees want to be included and to participate in organizational processes if they are expected to become advocates or ambassadors for their respective organizations.

New approaches in IC. From the time when it has been recognized that employees need to make sense and find meaning in the world around them, many organizations have approached internal communications using an old tool - storytelling. More recently, storytelling has been used to generate commitment to change, to provide a context to organizational values, products and services and the overall culture (McLellan, 2006), or as a tool for organizational leaders to inspire their employees and their external stakeholders. Another study by the UK-based IRS Employment Review found that team meetings, attitude surveys and focus groups were the most popular ways of encouraging employee involvement. The study also found that three of the four respondents had staff feedback mechanisms in their workplaces, which ranged from intranet forums to executive time on

the floor, a confidential email address, an open-door policy, pizza clinics and breakfast banter (Ward, 2008).

2.5. Chapter Conclusion

Internal communications is a fast growing major department in organizations. As Baby Boomers, Gen X and Gen Y employees populate our workforce; many organizations are seeking a work-life balance. In response, they should increasingly adapt time and space boundaries. Murithi, P. (2000), the New media technology is providing a faster and more flexible means of gathering, sharing and communicating information between individuals, groups and communities. However, while technology may assist and extend social networks, employees' still value relationships that are nurtured face-to-face where people can connect in real time over a cup of coffee.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Methodology refers to the means, techniques and frames of references by which researchers approach and carryout scientific investigations Kothari, (2004). Research Methodology is also referred to a philosophy of research process; it includes the assumptions, values that serve a rationale for research, the standards or criteria the researcher uses for collecting, interpreting data and reaching at conclusions (Martin, 2005). This chapter describes the research design and methods for this study. It specifically identifies the processes of gathering, analyzing and interpretation of data that were used in this study. This chapter begins with the research design, which is a description of the research approach. It further attempts to describe the scope, the population of this study. It also looks at the trust worthiness of the data collection tools that were used in the course of the research. It also presents the data collection instruments that will be used in the process of data collection and methods that will be used to maintain the validity of the research instruments. Finally, the chapter ended with research conclusions.

3.2 Research design

There are generally various types of research designs according to Gichuri, (2005); the Exploratory among others. The research tests a priori hypotheses outcome predictions that are made before the measurement phase begins. Such a priori hypotheses are usually derived from a theory or the results of previous studies (Bryman et al, 2007) and the exploratory research on the other hand seeks to generate a posteriori hypotheses by examining a data-set and looking for potential relations between variables. It is also possible to have an idea about a relation between variables but to lack knowledge of the direction and strength of the relation (Bryman and Bell, 2007). Although the Confirmatory research tests a priori hypotheses outcome predictions, an exploratory approach design will be more suitable in order to draw conclusions from the survey analysis and reach the objectives of this research (Gichuri, 2005).

3.3 Population of the Study and area of study

The population of the study will be 120 respondents of which the sample size selected through the solvent's formulae is 80 respondents.

3.3.1. Sample size and selection

The researcher will use the solvent's formula, (2003) to determine the sample size out of research population 120 members of which 92 respondents will be selected from the study population.

Simple random and purposive sampling will be used as respondents are to be grouped according to departments. This procedure is less costly and time saving. Each respondent will have an equal chance of being selected.

Department	Population	Sample size	Sampling method
Human Resource	50	35	Random sampling
Customer Care	40	32	Purposive sampling
Productions	30	25	Purposive sampling
Total	120	92	

Source: primary data (2017); sampled using Solvents' formula, (2003)

Solvent's formula is applied as follows,

$$n = \frac{N}{1 + N(e)^2}$$

$$\begin{aligned} n &= \frac{120}{1 + 120(0.0025)} \\ &= \frac{120}{1 + 0.3} \\ &= \frac{120}{1.3} \end{aligned}$$

n= 92 respondents

Where n = simple size

n= population of the study

1= constant

e = level of significance

n = 92 Respondents.

3.4 Data Collection methods

The following methods of collecting data will be employed by the researcher so as to obtain the required information in writing this research work. These will include; interviews, Observation. From 3.2 above since this study will be largely qualitative, it is stated that this study will consider the use of both secondary data and primary data and the following methods of collecting data will be employed;

3.4.1 Interview method

Kakinada, (2005). An interview is a face to face conversation between the researcher and a respondent will be conducted for the purpose of obtaining information. (Bell, E., & A, 2007), further describes an interview as a dialogue between the interviewer and respondent with the purpose of eliciting certain information from the respondents. Interviews take different forms ranging from face-to-face interviews to technology mediated interviews. In this study face-to- face interviews will be conducted to obtain primary data. This type of method will be credited for allowing the interviewer with room for probing and gathering more information depending on the knowledge, ability and experience of the respondents. In using this method, interviews will be conducted with the respondents to establish the facts of the study.

3.4.2 Observation

(Katebire, 2007), Observation can be defined as a purposeful examination of research phenomenon for purposes of gathering data. It will involve the use of sensory organs to make sense of this study phenomenon. Thomas, (2003) further defines observation as the practice of the observer watching and listening to events directly. This method will be chosen because it provides the advantage of eliminating bias that cannot be presented by

the respondents particularly through other methods such as questionnaires and interviews (Katebire, 2007).

Observation will be a good technique especially for activities that could not be measured; for example the time the trainees will spend using the computer, the number of employees in the training facility, the time the trainees and trainers will spend in searching for documents, the condition of the equipment especially the training materials, the instruction guidelines and rules on use of the electronic resources, for example passwords on notice board and display stands.

3.5.1. Data Collection Instruments

Below are the instruments that will be used for collecting data. The selection of these tools will be guided by the nature of the data to be collected, time available as well as by the objectives of this study and these include;

3.5.1.1. Literature Survey guide

This can be defined as the selection of available documents both published and unpublished on the topic which contains information, ideas, and data written from a particular standpoint to fulfill certain aims or views (Ridley D. , 2008).The literature survey in this case will be adapted to enable the establishment of terms and aspects applicable in this study of employee training in organizations. The literature surveyed in this case will include secondary and primary resources like researches carried out by other people related studies published in journals, textbooks and online databases. Data to be attained with this method will be referred to as secondary data since it has already been presented by previous scholars.

3.5.1.2 Interview Guide

(Ritchie & Lewis, 2008), an interview guide lists questions, topics and issues to cover while collecting data especially in qualitative studies. However it has to be noted that this study, being based on case study paradigm, the interview guides had to abide by the best practices of interview guide construction. (Yin R. K., 2009), states that case study interview guides are deliberately constructed to collect in-depth data from the interviewees devoid of

any biases. Such guides are therefore recommended to contain open-ended questions and should be semi-structured in nature. The semi-structure component in this case implies that the questions set for the interviews are alterable and not have to be followed verbatim as the need may arise in the course of the interviewed (Ritchie & Lewis, 2008) Open-ended on the other hand implies that the questions are framed in such a way that they can elicit both the facts and opinions from the respondents (Yin R. K., 2009).

3.5.1.3 Observation Guide.

This is a verbal questionnaire in which the interaction is limited by script and affixed set of interactions. (Wilson C. , 2013). This instrument will contain several aspects that the researcher will take into consideration while observing this study phenomenon in MGCs. The guide will be useful especially for activities that can not be measured.

3.5.2. Validity and Reliability

Validity is the extent to which the instrument collects data that it is meant to collect. It is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study. In this study, ensuring validity of the data collection instrument will involve going through the questionnaire in relation to the set objectives and making sure that it contains all the information that can enable answer these objectives. Reliability measures the degree to which a research instrument yields consistent results or data after repeated trials. To ensure reliability, the questionnaire will be pre-tested on 20 respondents at MGCs offices. In this study a reliability co-efficient (Alpha value) of more than 0.7 will be assumed to reflect the acceptable reliability. The objective of pre-testing is to allow for modifications of various questions in order to rephrase, clarify and clear up any shortcomings in the questionnaire.

3.6 Procedure of Data Collection

Data will be collected from journals, articles, books and authors that had written about the same topic and related literatures and topics of the different authors and researchers. For purposes of this study, secondary data will be collected through the use of a literature survey. Under this method both published and non-peer reviewed materials such as books, reports, articles, documents, journals and internet resources will be used.

Primary data will be collected using two methods; that is the interview method and the observation method. However, it should be noted that care and thought will be given in the application of these methods since this study has taken a single case study dimension. All sources will be in general treated and assessed as of high quality and the diversity of sources and nature of records is in accordance with the multifaceted and holistic approach of this thesis.

3.7 Data Analysis

Kakinada, (2005), Data obtained will be analyzed using both qualitative and quantitative data analysis techniques such as frequencies and percentages cross tabulations, charts and verbatim explanation where appropriate.

3.9. Ethical Considerations

- i. The researcher will be required to obtain an introductory letter of authorization from the university which will introduce her to the officials and staff of the organization and the data collected will be used for only academic purposes and permission will be sought from respondents before recording their responses.
- ii. The participants that will be interviewed will be asked to assign a sign-off sheet to prove that they have fully accepted to take part in this study with their consent.
- iii. The researcher will assure the participants about confidentiality and that the information given to the researcher that will only be used for purposes of this study.
- iv. All the information obtained from the respondents will be treated confidentially thus no attempts will be made to point out names of respondents since the research will be dealing with a vital place to the organizations.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND FINDINGS

4.1. Introduction

This chapter presents the findings in relation to the research objectives established earlier on. The data collected from the field was processed and analyzed, qualitatively. The qualitative approach used in analysis provided more clarification on explanations on qualitative data. Qualitative information was summarized to show the responses of the respondents. All these findings were interpreted and presented, through re-examining research objectives as below.

4.2. Findings on description of respondents

The study was conducted in Mukwano Group of Companies (MGCs); it was from this geographical area of study that the researcher purposively selected various respondents. They were made to participate in individual interviews, questionnaire answering, and observations using questionnaire guides, interview guides and the observation guides respectively to obtain the necessary information.

The researcher based on the study in 3 strata of the population as in accordance to their respective departments at MGCs. These included; the employees of MGCs in Human Resource Department (including the Managerial wing which included the HRM among others, Marketing department, and finally the Public Relations department of MGCs.

During the study, interviews were conducted with the PR officer and observations were made to analyze the impact of public relations on employee performance in MGCs. All these were geared to collect information about public relations and employee performance which was relevant to the study. As per the study analysis, Data was attained from various respondents as per the researcher target.

4.2.1. Gender of respondents

Gender of respondents	No. of respondents	Percentage
Male	54	59
Female	38	41
Total	92	100

Source: Primary data (2017)

From the table above; 54 of the respondents were male which is 59%, and 38 which is 41% were Female. This implies that most of the respondents were male.

4.2.2. Age group.

Age of respondents	No. of respondents	Percentage
20- 35	39	42
36-45	25	27
46- Above	28	31
Total	92	100

Source: Primary data (2017)

From the table above; 39 of the respondents were aged between the age of 20 -35, 25 were between 36 – 45, and finally 28 of the respondents were aged between 46 and above.

4.2.3. Educational level.

Education of respondents	No. of respondents	Percentage
Degree	18	19
Diploma	25	27
Certificate	30	33
Others	19	21
Total	92	100

Source: Primary data (2017)

From the table above; 18 of the respondents were Degree holders, 25 were diploma holders, 30 of the respondents were certificate holders, and finally 19 of the respondents were under the other grades.

4.2.4. Department of respondents

Department	No. of Respondents	Percentage
Human Resource	54	59
Marketing	24	26
Public Relations	14	15
Total	92	100

Source: Primary data (2017)

From the table above; 54 of the respondents were under the department of Public Relations, 24 were under the Department of Marketing, and finally 14 of the respondents were under the department of Human Resource to organization.

4.3. Findings on the effects of public relations on performance.

The study carried out established the effect of public relations on employee performance in manufacturing sector. And are presented as below;

Table4.3.1 showing the effect of Public Relations on Organisational Performance as per the study respondents.

No	The Effect of Reward	SD	D	UC	A	SA
		Freq	Freq	Freq	Freq	Freq
1	Public Image Strategy. Public relations strategists will work with top executives in the organization to craft an overview of how the company wants to be perceived, and how it is going to project a positive image.	13	13	13	22	31
2	Outreach Events. Public relations professionals often arrange events to raise the profile of the organization or lend its brand and name to a charitable event that represents the philosophy of the company.	08	18	08	18	40

3	Media Relations. Talking with the media is a core function of public relations departments.	08	08	23	35	28
4	Handling Emergencies. Sometimes a company or organization is struck by a disastrous event that ruins its public image.	10	18	06	13	45
5	Innovation. A public relations initiative that touts a small business's innovations can attract attention, investors and potential business partners.	06	10	13	27	29

Public Image Strategy. Public relations strategists will work with top executives in the organization to craft an overview of how the company wants to be perceived, and how it is going to project a positive image; 31 of the respondents strongly agreed, 22 agreed, and 13 were uncertain, 13 also disagreed and also 13 of the respondents strongly disagreed. This therefore implies that, there is a strong need for organizations to embrace public relations as a way to boost their employee performance.

Outreach Events. Public relations professionals often arrange events to raise the profile of the organization or lend its brand and name to a charitable event that represents the philosophy of the company; 40 of the study respondents strongly agreed, 18 of the respondents agreed, and 08 of the respondents were Uncertain, 18 of the respondents Disagreed and finally 08 of the respondents strongly disagreed.

Media Relations. Talking with the media is a core function of public relations departments; 28 of the study respondents strongly agreed, 35 of the respondents agreed, and 23 of the respondents were uncertain, 08 of the respondents Disagreed and finally 08 of the respondents strongly disagreed. This means that; Public relations professionals should always field questions from reporters, arrange for interviews with key individuals in the organization and write press releases to make the media aware of company events or achievements.

Handling Emergencies. Sometimes a company or organization is struck by a disastrous event that ruins its public image; 45 of the study respondents strongly agreed, 13 of the respondents agreed, and 06 of the respondents were uncertain, 18 of the respondents Disagreed and finally 10 of the respondents strongly disagreed. This meant that, public relations professionals have to decide on how the organization will repair the damage to its image communicate how it is dealing with the problem and regain control of its message.

Finally on Innovation, a public relations initiative that touts a small business's innovations can attract attention, investors and potential business partners. 29 of the study respondents strongly agreed, 27 of the respondents agreed, and 13 of the respondents were Uncertain, 10 of the respondents Disagreed and finally 06 of the respondents strongly disagreed. This meant that, the positive perception can help improve overall effectiveness by demonstrating the company's ongoing successes.

4.4. Findings on the Factors that affect public relations in manufacturing organizations.

4.4.1. Political. Political issues are an important part of public relations, especially with larger companies that have multiple facilities. One piece of legislation can cost a company millions of dollars and can sometimes even force it to close its doors. That's to say; the Political forces exist at the local, state, regional, national and even global level and can play a major role in public relations campaigns.

4.4.2. Economic. Economic forces are equally as daunting to organizations as political issues. Economic downturns happen at every level. An organization's customers, vendors and employees can all be affected by economic challenges. An example of economic impact as an external force in PR is the price of gas. The effect of this economic factor on some manufacturers is lost profit and high inventories of goods they can't move in the current marketplace.

4.4.3. Social. Social attitudes are in constant play as external factors. Society goes through cycles with attitudes that follow. Social attitudes about smoking as being cool have changed to smoking being not cool. This social force has resulted in a healthier population of Americans, but has also affected thousands employed by the tobacco industry, including tobacco farmers, mill workers, retail establishments and more.

4.4.4. Technological. Technological forces are constantly evolving, leaving useless equipment and employees with outdated skills in their wake. The effects of technological forces on an organization can be drastic. Factors like lack of research funding, outdated associated/dependent technologies, manufacturing maturity and capacity, and information and communications can affect the day-to-day business of many organizations. The music industry has experienced the ups and downs of technological change in many ways.

4.5. Findings on the relationship between public relations and performance in manufacturing organizations.

The researcher conducted inferential analysis so as to establish the relationship between various dimensions of the effects of public relations and employee performance.

Correlation Analysis Model	R	R Square	Adjusted Square	Std. Error of the Estimate
Emerging use of internal communications. Since the last decade, the area of internal communications has expanded and is now recognized as integral not only to effective public relations practice but also to organizational success.	0.097	0.009	0.003	0.718
The internal publics. Communication activities and processes undertaken within an organizational context may be defined as 'internal communications'.	0.257	0.066	0.060	0.697

Effect on returns. But internal communications is not only regarded as an indicator of 'soft' measures.	0.365	0.085	0.076	0.564
Converting employees to ambassadors. In traditional mechanistic organizations, employees are seen as automatons performing a part of the process.	0.275	0.026	0.194	0.820

Emerging use of internal communications. Since the last decade, the area of internal communications has expanded and is now recognized as integral not only to effective public relations practice but also to organizational success. From the findings, the study found that there was a positive but weak relationship between the dependent variable and the independent variables.

The researcher conducted a multiple regression analysis so as to establish the relationship between various dimensions of implementation of IFMIS and public relations performance and the four independent variables.

Of all the four independent variables, Effect on returns had the highest relationship with the IFMIS implementation of 0.085 followed by Converting employees to ambassadors with a value of 0.026, then the internal publics with 0.066; while Emerging use of internal communications came fourth with a correlation value of 0.020 top management support had the weakest relationship with strategy implementation of 0.009.

The main purpose of multiple regressions is to learn more about the relationship between several independent or predictor variables and a dependent or criterion variable. Regression tests were done which included Model goodness of fit (Coefficient of determination). The coefficient of determination is a measure of how well a statistical model is likely to predict future outcomes. The coefficient of determination, r^2 explains the extent to which changes in the dependent variable can be explained by the change in the

independent variables or the percentage of variation in the dependent variable (job satisfaction) that is explained by all the independent variables.

4.5.6. Chapter conclusion.

From the study findings, it was found out that; after realizing the impact, power and effectiveness of public relations in the effectiveness and efficiency of the organizational employees' performance, MGCs saw the need for the adoption of proper and advanced techniques of Public Relations. This is evidenced with the higher percentages of about 50%, who strongly agreed that employee reward is more visible than anything else, 37% agreed on the policy, 13% respondents were uncertain, 11% strongly disagreed, and only 8 disagree. MGCs even hired technocrats and highly equipped them with the resources needed to provide technical advice to the top management staff on how to effectively apply and manage the public relations in the organization and it has been a great transformation for MGCs since it embraced the system of public relations as its employees have improved their general performance and that of the organization as well.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Study Findings.

The overall aim of this research was to analyze the relationship between public relations and employee performance in manufacturing organizations a case of Mukwano Group of Companies (MGCs). The research has carefully gone through extensive literature review on the relationship between public relations and employee performance in Mukwano Group of Companies (MGCs).

It involved a questionnaire and an interview survey as the main instruments for collecting the primary data. The data collected through the interviews and questionnaires conducted was intended to answer the research questions that were drafted to address the research problem of the thesis. The results obtained through the empirical study proved the validity of the research problem and brought promising answers to the drafted research questions. Both the literature and empirical findings provided valuable insights on how public relations and employee performance in MGCs relates and how they work hand in hand with each other to cause employee and organizational efficiency and effectiveness. The results of the study indicate that while challenges faced by MGCs in terms of improving its employees' performance and mean to achieve sustained set goals and objectives are many, however on the other hand, there are multiple solutions public relations techniques offer in terms of fostering organizational strategies to ensure better employee performance and that the organization set objectives are achieved.

It was found that even if very small, a firm has the opportunity to achieve its set goals, attain competitiveness and outmaneuvers its rivals if it constructs a culture that fully utilizes the opportunities that come with public relations techniques. This was evidenced by the 40 (50%) of respondents who agreed that employee rewards are crucial tools to every performing organization.

Furthermore, it was found that a manager needs to select appropriate public relations techniques /options so that they may advance to a desired level of performance. Managers can help the firms' employees increase its overall capacity by looking for unmet employee

needs and communicating them to the public relations committee members and human resources experts as a way to increase their employee performances in return. That's to say; 43 (54%) of the respondents strongly agreed, 20 respondents agreed, 10 of them were uncertain, 05 disagreed and also 05 strongly disagreed. Enthusiastic respondents expressed that they have found public relations practices as very effective in terms of drive employee job performance, productivity gains, commitment, and efficiency and employee effectiveness in MGCs. In addition, it encompasses position/profile management, efficiency and effective employee performance and management, and benefits administration, and because the activities of MGCs deal with efficient quality product delivery, it touches just about every substantive fact of the organization.

Public relations' adoption is highly strategic in that it is firstly potential for the immediate survival and growth of any organization whether small or large, and secondly it is inescapable necessity for the future success of any organization. Some of the strategic benefits respondents indicated include; Public Image Strategy, Outreach Events, Media Relations, Handling Emergencies and Innovation among others. This was evidenced by respondents who gave responses as below; 50 of respondents who strongly agreed, 10 agreed, 05 were uncertain, 05 disagreed and 10 strongly disagreed.

Even though the concept of public relations uptake is still pretty new in Africa generally and as such continues to face an array of challenges including lack of enough experience, inadequate resources, Biases, lack of well-defined public relations methods, as well as poor policy adoption, planning and strategy and an overall culture of reluctance among general population and more importantly amongst organizational top management (managers) in adjusting their organization businesses with the revolution of public relations techniques applications simply with the assumption that such participation involves complete re-design of their organizations strategy. However it seems despite all these challenges, that MGCs do explicitly understand the real potential of public relations benefits.

It was found that the MGCs take advantage of the different opportunities public relations has to offer for example; Public Image Strategy, Outreach Events, Media Relations, Handling Emergencies and Innovation. A significant number of respondents indicated that better

public relations techniques and platforms for employee performance which offered them opportunity to improve their satisfaction, commitment, organization loyalty and efficiency, lowering turn over costs among others. That's to say; 30 of the respondents strongly agreed, 20 agreed, 10 were uncertain, 10 disagreed and 10 strongly disagreed.

Relating to innovation, the study has found out that although the processes of innovation considerably differ between small and large organizations, public relations' adoption or development is no longer only determined by internal R&D functions, but rather also depends on the contributions of a broad range of external players. In this respect, the MGCs is generally more flexible, adaptive and is better placed to develop and implement new innovative ideas about better public relations techniques because of their simple organizational structure, their low risk and receptivity are in fact essential features facilitating them to be innovative.

However, this research notes that it strongly depends on the background and role of stake holders. Education and prior work experience, technical skills of the workforce, and investment in R&D and public relations are some of the important internal factors which facilitate the development of innovative capabilities in MGCs. These theoretical reflections were supported by the interview results as the respondent's level of education was high with almost fifty percent holding university degrees. This is a positive indication that at least they would not be behind unless otherwise hindered by other factors that their knowledge will generate necessary creativity, loyalty and mindset for technological capability and thereby facilitating the public relations technical innovations in their organization.

In light of the government's role, the study has revealed that there is a need for the government to address more about public relations, infrastructure investment and awareness aspects related to the benefits and adoption of public relations. Based on the results, this study recognizes the necessity of all sectors concerned with public relations adoption to work together in a networked and in a coordinated manner in order to bring employee performance diffusion at the required level. That's to say; 30 of the respondents strongly agreed, 20 agreed, 10 were uncertain, 10 disagreed and 10 strongly disagreed

5.3. In conclusion,

Public relations practices are no longer an afterthought concept in Africa and the private sector of Uganda in particular, but an actual cause and a driver which offers organizations avenues to motivate and satisfy their employees, and meet their reliable set goals, compete on a global scale with improved efficiency and improved service provisions. Public relations adoption often comes at the price of strategic reform or change and this entails that organizations need to view change as a normal way of doing business.

5.2. Limitations of the study

Although this study has provided comprehensive understanding on the assessment of the effects of public relations on employee performance in MGCs, it stresses out the limitations of this study as below;

- i. Language barrier was one of the problems the researcher encountered while collecting information.
- ii. Absenteeism for some of the respondents who were to give out adequate information towards our research.
- iii. Expenses of stationery for both the researcher and the respondents proved to be a challenge as funds were not so much available.
- iv. Lack of enough written records reduced the accessibility of vital information that was required for our research.

5.3. Recommendations for future research

Because of the existence of the above mentioned limitations, future studies need to address the above limitations in order to obtain more convincing results. More specifically, special attention should be given to obtaining a bigger sample.

Research should also find out what kind of modern ways of public relations practices best suitable for Mukwano Group of Companies (MGCs).

Furthermore, future studies should investigate level of adoption, motivating factors as well as challenges being faced in the process of public relations. This is because public relations

practices are just taking its roots in the continent thus further research would be of interest.

Lastly, continuation of the subject matter of this research could be based on a different case study in order to gain a richer and bigger picture of the effect of public relations on employee performance.

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APPENDICES

APPENDIX A: GANTT CHART

A Gantt chart is a graphical representation of all the project activities and their respective time durations taken to be executed. It shows the activities, durations and all the tasks performed to achieve the set goals and objectives. Below is the Gantt chart showing the activities undertaken during the research on examine the effects of Public Relations on Employee Performance in Mukwano Group of Companies (MGCs).

A PROPOSED TIME FRAME: March, 2017 - June, 2017

Activity	March	April	May-June
Preparation -Identifying the topic -Proposal writing -Literature reviewing -Visiting case study in preparation for the study			
Data collection -Pre testing data collection tools and instruments. -Collection of data in the field			
Data processing/analysis -Entry of data into computer -Analysis of data -Report writing -Correction and Submission of the Final Report			

APPENDIX B:
QUESTIONNAIRES

I am a student of KAMPALA INTERNATIONAL UNIVERSITY pursuing a bachelor's Degree in Human Resource Management. And as required by the University, I am conducting a study on the topic, "**Effect of Public Relations on Employee Performance**". I therefore kindly request to tick these questionnaires appropriately from the alternatives provided on each question. Your responses will only be used for this academic purpose and kept confidential.

Thanks for your co-operation.

Scope of the questionnaires:

The focus of these questionnaires is to establish the theoretical and technical issues associated with the effect of Public Relations on Employee Performance in Mukwano Group of Companies (MGCs).

Questionnaires Guide (Please tick where applicable).

SECTION A: GENERAL INFORMATION

1. **Sex:** Male ☐ Female ☐

2. **Age of respondent**.....

3. **Highest level of education** Primary ☐ Secondary ☐ Diploma ☐
Degree and above ☐

4. **Marital Status:** Single ☐ Married ☐ Divorced ☐ Widowed ☐

5. **What position do you hold in Mukwano Group of Companies? (Tick as applicable)?**
☐ Manager
☐ Supervisor
☐ Ordinary staff
☐ PR staff
☐ Others (Specify).....

6. How long have you worked with this Company?

Less than 3 years ☐ 3-5 years ☐ 5-8 years ☐
8-10 years ☐ 10- 12 years ☐ 12 and above ☐

SCOPE OF THE QUESTIONNAIRES

The questions below inquire about the impact of Public Relations on Employee Performance. Please fill/tick the most appropriate response answer for you in respect to each question from the alternatives provided for each questions using the scale blow:

Section B: General Information about Public Relations in Mukwano Group of Companies (MGCs).

1. To you own understanding, what is Public Relations?
.....
2. Does MGCs embrace Public Relations?
.....
3. If yes, what methods/ techniques of Public Relations does Mukwano group of Companies use?
.....
4. Before adopting the current techniques of Public Relations, which other techniques was MGCs using?
.....
5. And why did they adopt techniques of Public Relations?
.....
6. What are some of the benefits of Public Relations to MGCs?
.....

Section C: Performance of the organizational employees of Mukwano Group of Companies (MGCs).

7. Do you think Public Relations have improved your performance?

.....

8. If yes, how has it improved your performance?

.....

.....

9. How have Public Relations helped MGCs and its employees to improve on their performance?

.....

.....

10. What areas / departments of MGCs do you think needs higher Public Relations practices most?

.....

.....

11. Give reasons for your answer in question. 10 above?

.....

.....

THE END